

# **Save Money and the Environment Too:**

## ***A Model for Local Government Recycling and Waste Reduction***

### **Overview**

January 2000 marked the fifth year of the award-winning promotional campaign in the San Francisco Bay Area: “Save Money and the Environment Too.” The campaign is a unique partnership that combines the efforts of 110 cities and counties in a 10-county Bay Area region with more than 400 supermarkets. The goal of the campaign is to educate consumers on the first two steps of the popular phrase: reduce, reuse, recycle.

This campaign is a model of how local governments and industry can work together to increase awareness of consumers about how their actions impact the environment. The campaign promoted simple money-saving tips for shoppers to stop producing waste and buy reusable and long-lasting products. The campaign focused on television and radio commercials to get its message across. During the past five years, these tools were enhanced by messages on the following mediums:

- Banners at most heavily traveled BART stations.
- Ads in newspapers and coupon books mailed to consumers.
- 6.5–8 million grocery bags each year.
- Milk cartons.
- In-store advertising, including displays, brochures, bag stuffers, posters, and shelf-tags.
- Grocery certificate drawings.
- Hotline messages.

The regional media strategy was designed to maximize frequency of television and radio coverage by combining paid advertising, donated advertising, public service announcements, and local print features to achieve high visibility for the campaign.

This was also one of the first examples of the use of sophisticated market research tools and regional



mass media advertising to advance the recycling message in the nation. The campaign used exit polling and focus groups to refine its message and relied on public relations professionals to help develop and guide the design of this program.

Originally this campaign was named “Shop Smart.” However, focus groups and evaluations from the initial years of the program determined that this name did not clearly convey the message intended. As a result, the campaign is now called: “Save Money and the Environment Too.”

### **Program Characteristics**

**Background.** This campaign was launched in 1995 at a meeting of city and county representatives convened by San Francisco. The campaign was aided immensely by a \$150,000 grant from the California Integrated Waste Management Board (CIWMB). The CIWMB developed a waste prevention education partnership that year with the California State Association of Counties, the League of California Cities (LCC), and the Local Government Commission (LGC).

The campaign was coordinated by a working group of city and county solid waste and recycling staff and representatives from the statewide Waste Prevention Education Partnership. David Assmann of the San Francisco recycling program acted as chair. The working group was recruited at a meeting of city and county recycling staff called together to discuss potential regional campaigns in the nine-county San Francisco Bay Area. This meeting was held on February 22, 1995, and the first working group meeting took place on March 9, 1995.

Working group members and participants included: Andrew Murray, Local Government Commission; Barbara Frierson, City of Alameda; Barbara Hall, County of Santa Clara; Barbara Thunen, County of Marin; Cheri Puls, County of San Mateo; Robert Haley, William Lee, and David Assmann, City and County of San Francisco; Diane Makley, League of California Cities; Kathleen Cha, League of California Cities; Paula Magyari, Sonoma County; Shelly Reider, City of South San Francisco; and Sherri Harris, League of California Cities.

Working group meetings generally alternated with larger general meetings open to all recycling staff in the Bay Area. Initially, meetings were held monthly, but as the campaign approached, working group meetings were often held twice a month. The working group also set up subgroups to work on media relations and evaluation of the campaign.

Staffing for setting up, maintaining, and taking down the displays in supermarkets was generally coordinated by counties working with cities. In some cases counties coordinated the entire effort, and in other situations, cities handled the staffing. Many cities and counties used volunteers, and two counties hired the Conservation Corps (Alameda used the East Bay Conservation Corps and San Francisco used the San Francisco Conservation Corps) to help with staffing. City and county staff assisted in many cities. Total staffing for the campaign included more than 500 people, at least half of whom were volunteers.

O'Rourke Public Relations and Advertising was hired in December 1995 to coordinate the news conference, handle the media buys, and promote the campaign.

The California Department of Conservation (DOC) also contributed \$55,000 and 500,000 buy recycled brochures. The Steel Recycling Institute contributed \$4,500, and Safeway, Inc. contributed \$1,000 in grocery certificates. Printed materials and advertising contributed by Safeway, Inc. exceeded \$50,000 in value.

The campaign initially promoted seven waste prevention and buy recycled messages. The seven messages were:

- Close the recycling loop: choose recycled packaging: glass, aluminum, and steel.
- Close the recycling loop: look for "made with recycled content" on products and packaging.
- Reduce waste: bring your own reusable bag.
- Reduce waste: concentrates and economy sizes use less packaging.
- Reduce waste: reusable products save resources.
- Reduce waste: items with less packaging save resources.
- Reduce waste: compost your fruit, vegetable, and plant trimmings.

The regional media strategy was planned to maximize frequency of television and radio coverage by combining purchased advertising, donated advertising, public service announcements, and local print and radio features to achieve high visibility for the regional campaign. As anticipated, the cooperative and regional characteristics of this campaign generated media interest, resulting in enhanced media coverage.

The campaign received in-depth coverage in the media throughout the region, including stories in more than 46 newspapers and 29 newsletters, in-depth interviews on 9 radio stations, and news coverage by 5 TV stations.

The paid media campaign in 1996 included more than 1,600 commercials on more than 60 radio stations, 780 television commercials on 4 broadcast television stations and 7 cable stations, and ads in 50 newspapers. This was augmented by public service announcements on 4 broadcast television stations, 29 cable stations, and 19 radio

stations. Campaign ads were also translated into Chinese and Spanish for radio and print.

More than 1,370 radio spots during traffic reports (each featuring one of the seven campaign themes) were combined with 66 spots on KCBS radio and 88 spots on K101 in 1996. Santa Clara County also purchased 49 spots on KKSJ, 36 spots on KBAY-FM, and 20 Spanish language spots on KAZA.

The radio spots were edited versions of the waste prevention spots produced by DDB Needham for the California Integrated Waste Management Board (using a shop smart tag). As part of the radio buy, K101 also broadcast live reports from a Safeway Store in San Jose during the campaign and gave away an additional four grocery certificates (\$101 each), which were donated by Safeway.

The television campaign included buying 23 spots on KPIX-TV (Channel 5) and 15 spots on KTVU-TV (Channel 2) in 1996. San Francisco and San Jose supplemented the regional effort through purchasing 650 TV spots on KNTV (Channel 11), KICU (Channel 36), and cable channels A&E, BET, CNN, Discovery, E!, ESPN, FX, Lifetime, MTV, SCI, TNT, USA, and VH1. The TV spots were edited versions of three waste prevention spots produced by DDB Needham for the CIWMB (using a shop smart tag). The three spots aired on a rotational basis.

Individual jurisdictions also supplemented the regional effort through radio ads, newspaper ads, and direct mail. A campaign was undertaken in 1997 almost identical to 1996, but without the \$150,000 startup grant from the CIWMB.

In 1997, the campaign narrowed its focus to the theme “Shop Smart: Save Resources and Prevent Waste.” The 1997 campaign focused on four specific waste prevention and buy recycled messages:

- Save resources: choose less packaging.
- Save resources: reuse bags, containers, and products.
- Close the recycling loop: choose recycled packaging in steel, aluminum and glass.
- Close the recycling loop: look for “made with recycled content” label.

### **Exit Polls—1996 and 1997 Campaigns.**

The 1996 and 1997 campaigns were evaluated for overall effectiveness using exit polls. Comprehensive in-store surveys were conducted at participating supermarkets in four different counties. Survey questions ranged from asking consumers what elements of the campaign they remembered to what they felt the campaign was trying to communicate. Bruzzone Research, Inc. developed the survey format for the 1996 campaign.

Exit polls were conducted both during and after the campaign in 1996 and after the campaign in 1997. These polls showed that 42-43 percent (1996-97) of shoppers remembered one or more elements from the campaign, thereby reaching more than one million shoppers. This is a conservative estimate, based on participation by half the supermarkets in the San Francisco Bay Area and assuming that supermarkets have a 50 percent market share. Shoppers at other supermarkets were reached by the media campaign, but they are not included in this total.

In 1996, 59 percent of shoppers remembered elements of the campaign while the campaign was still in progress. More than 1.5 million people remembered the media campaign (radio, television, and print). On average, each Bay Area resident would have heard 6 radio spots and seen 3 television ads.

Almost three-quarters (72 percent) of shoppers who noticed the materials were interested in the messages of the campaign in 1996. The most visible element of the campaign was the comic wrap (recognized by 19 percent), followed by the grocery bag (17 percent), display unit and shelf tags (16 percent each), television commercial (11 percent), newspaper ads (10 percent) and newspaper articles (8 percent). Four percent remembered the buy recycled radio commercials run by the Environmental Defense Fund and assumed they were part of the campaign.

More than four-fifths (84 percent) who noticed the materials were interested in the messages of the campaign (up from 72 percent in 1996), with more than half (54 percent) saying it affected their buying habits (up from 30 percent in 1996).

Of the consumers who noticed the campaign in 1996, 29 percent bought in bulk, 20 percent

bought reusable products, 18 percent bought items with minimal packaging, 18 percent bought items with recycled packaging, and 10 percent brought their own bags to the checkout counter.

Of the consumers who noticed the campaign in 1997, 30 percent bought items with recycled packaging, 23 percent brought their own bags to the checkout counter, and 19 percent said they bought bulk products.

The main messages shoppers took from the campaign in 1996 were: support recycling (37 percent), reduce waste (34 percent), buy recyclable packaging (30 percent), buy less packaging (20 percent), buy in bulk (17 percent), bring your own bags (15 percent), avoid disposable products (13 percent), and avoid single serve sizes (12 percent).

The main messages shoppers took from the campaign in 1997 were: support recycling (35 percent), reduce waste (27 percent), buy in bulk (15 percent), buy recycled products (13 percent), buy recycled packaging (11 percent), and buy recycled content (11 percent).

While the messages of the campaign impacted large numbers of shoppers, relatively few took brochures (3–4 percent), and even fewer entered the contest (0.6 percent) in 1996.

Shoppers reacted positively to the look of the campaign materials, with an average of 60 percent saying they liked the display, shelf tags, radio, and television ads. The display units received the most favorable response, with about 70 percent saying they liked the units. Radio ads received approval from 50 percent of the shoppers.

**1998 Focus Groups Refine Message.** The 1996 and 1997 campaigns received very positive feedback, and end-of-campaign surveys showed that consumers were “getting the message.” However, in order to continue to produce an effective campaign with as much impact as possible, a series of focus groups were conducted prior to the beginning of the 1998 campaign in order to evaluate the effectiveness of the outreach materials and messages. Andre Associates (Oakland, Calif.) conducted these groups in the fall of 1997. Based on the results from those groups, the following changes were incorporated into the 1998 campaign:

**Name Change.** The focus group revealed consumers would be much more motivated to change shopping behavior if they heard a message showing them how to save money while helping the environment. This would be much more effective than any other combination of messages. The focus group also showed that many consumers believed they were already shopping smart. As a result, in 1998 the campaign changed its name from “Shop Smart” to “Save Money and the Environment Too.”

**Less is More.** The number of messages was decreased from four to two. According to media professionals, fewer messages increase the odds that consumers will remember and act upon what they learn. Consumers react best to messages that are straightforward and that impact them personally. Too many messages only leave the consumer confused. The campaign’s two secondary messages were changed to:

- Buy reusable and long-lasting products.
- Buy the largest size you can use.

The buy recycled message was deleted from the campaign for the following reasons:

- Several ongoing buy recycled programs are already in place (for example, in 1996–97, the California Department of Conservation had a very active outreach campaign titled “Take the Next Step: Buy Recycled,” which included outreach to supermarkets).
- “Buy recycled” is the hardest sell in the context of the new campaign messages—it was felt that consumers would not save money when buying recycled in most cases.
- Consumers don’t necessarily prevent waste by buying recycled, thus it didn’t fit well with the 1997 campaign theme.
- It is difficult to coordinate a campaign with two main messages (waste prevention and buy recycled).

**Logo Changed to Reflect a More Universal Shopping Message.** In order to move beyond the grocery store settings, a new logo was designed. The campaign retained the rights to reproduce and distribute this logo to other jurisdictions.

**Other Campaign Changes.** The campaign focused on women between the ages of 25 and 54. The focus group results showed that women are the primary grocery shoppers and that many of the behaviors the campaign targets for change take place in the supermarket. More than 50 percent of women work today, and research showed that working women are more likely to change their behavior based on additional information and reminders than are those who don't work.

In addition, the primary outreach mechanism for the 1998 campaign was switched to media advertising. This was both to maximize the impact of the money available (in order to reach a higher media profile) and to minimize the amount of work for cities and counties (many jurisdictions felt they could not sustain the effort required to put out and maintain displays and shelf tags in every supermarket) in their jurisdiction.

Based on professional recommendations, the campaign coordinators decided that it was more effective to maximize their media effort instead of continuing to evaluate the campaign through surveys. Media buy consultants recommended that future campaigns also target Hispanic, Asian, and African-American consumers, as well as college students and young adults.

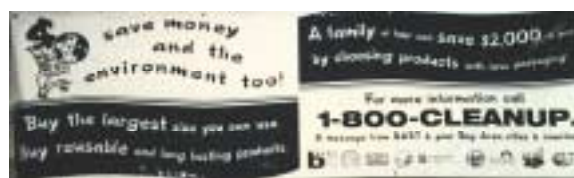
**The 1999 Campaign.** The month-long campaign began on January 11, 1999. The 1999 campaign used the same secondary messages as in 1998.

- Buy reusable and long-lasting products.
- Buy the largest size you can use.

The focus of the 1999 campaign was increased media presence, concentrating on television and radio commercials. The generosity of the Alameda Waste Management Authority made possible the production of new professional television and radio spots that enhanced the impact of the messages. Radio spots were produced in Spanish as well as English. Banners with the campaign's message were hung at the most heavily traveled BART stations. The campaign was supported by messages on grocery bags, milk cartons, and store advertising.

**Media Buy.** The campaign's media buy was strategically planned to maximize the use of available funds, as in 1998. TV ads focused on early morning and evening news and high-rated programs during the weekend and evenings. Radio stations were chosen for their audience profile, programming format, and geographic reach. Radio and television ads were purchased on 3 TV and 10 radio stations as listed below.

The ads listed above were supplemented with rotating sponsorships on KGO, KBAY, KUIC, and KISQ Radio; Trash Talk program on KCBS (two each week); K101 Electronic Billboard and inclusion of K101 listener line for one week; K101 Wednesday night/Kristi Yamaguchi Embarcadero Center Rink Promotion including on-air promotions, signage at the event, space for banners, pamphlets, and coupons.



Sample Banner at BART Stations

Other elements of the regional media campaign included:

- Banners at the 15 BART stations with the highest average weekday ridership: Concord, Oakland/12th Street, Dublin/Pleasanton, Fremont, Daly City, Embarcadero, Powell, Civic Center, 19th Street/Oakland, Fruitvale, El Cerrito/Del Norte, Walnut Creek, Balboa, and Berkeley. Approximately 167,388 riders saw the banners twice each day as they entered and left the stations.
- Press releases to more than 300 media sources.
- Public service announcements on more than 8 radio stations and 25 TV stations.
- News reports on 2 radio stations.
- Articles in 18 newspapers and other publications.
- Paid newspaper ads purchased by 25 cities and counties.

## **1999 Media Outreach Summary**

### ***Newspaper Articles***

Alameda Times Star  
 The Argus (Fremont, Newark)  
 Benicia Herald  
 Daily Review (Hayward)  
 Dixon Independent Voice  
 Dixon Tribune  
  
 Fairfield Daily Republic  
 Marina Times (San Francisco)  
 Morgan Hill Times  
 Oakland Tribune  
 River News Herald  
 Sing Tao Daily (San Francisco)  
 Solano Times  
 Tailwind (Travis Air Force Base)  
 Vacaville Reporter  
 Vallejo Times Herald  
 Visitation Valley Grapevine  
 Walnut Creek Journal

### ***Newspaper Advertisements***

Bernal Journal  
 Contra Costa Times  
 El Mensajero (Spanish)  
 Ledger Dispatch  
 Marina Times  
 Milpitas Post  
 New Fillmore  
 New Mission News  
 Noe Review  
 Noe Valley Voice  
 North Beach Now  
 Palo Alto Times  
 Potrero View  
 Richmond Review  
 San Francisco Bayview  
 San Francisco Frontlines  
 San Francisco Observer  
 San Ramon Valley Times  
 Sing Tao Daily  
 Sunset Beacon  
 Tri Valley Times  
 Visitation Valley Grapevine  
 West of Twin Peaks Observer  
 West Portal Monthly  
 Western Edition  
 World Journal (Chinese)  
 West County Times

### ***Articles In Other Publications***

Diversions (Central Contra Costa Solid Waste Authority Newsletter)  
 LAG Connection (Los Altos Garbage Company Newsletter)  
 South Valley Connection (South Valley Disposal Newsletter)  
 Waste News

### ***Television Public Service Announcements***

City Visions-Channel 53/San Francisco  
 Community TV Corp-Channel 54/SF  
 Education Access/San Francisco  
 KMTV-Channel 6/Mountain View  
 KMTP-Channel 32/San Francisco  
 KSUN/Sunnyvale  
 Channel 6/Palo Alto  
 Channel 18/Cupertino  
 Channel 37A/Cupertino  
 TCI/Walnut Creek  
 TCI/Contra Costa  
 Bay Cable TV/Fremont  
 Cable TV 6/Milpitas  
 Government Channel: Benicia, Dixon, Fairfield, Vacaville, Vallejo

### ***Paid Television Advertising***

(953 commercials)  
 KGO TV (48 commercials)  
 KTVU TV (25 commercials)  
 Lifetime and Bay TV Cable (80 commercials in 11 regional zones—880 commercials)

### ***Paid Radio Advertising***

(727 commercials plus bonus spots)  
 K101/KNEW FM (66 commercials each)  
 KBAY 100.3 (63 commercials)  
 KCBS 740 AM (30 commercials)  
 KGO 810 AM/KSFO 560 (42 commercials each)  
 KOIT 96.5 FM /1260 AM (52 commercials each)  
 KUIC 95.3 (52 commercials)  
 KFOG/KFFG (52 commercials)  
 KISQ (74 commercials)  
 KEZR (64 commercials)  
 KBRG Spanish (62 commercials)

### **The following supplemented the ads listed above:**

Trash Talk Program on KCBS twice each week,  
 K101 Electronic Billboard and K101 Listener Line for one week, K101 Embarcadero Center Rink

Promotion, Pre-Super Bowl Party at Hyatt, SF Promotion, rotating sponsorships on KGO, KBAY, KUIC, and KISQ.

### ***Radio News Coverage***

KCBS 740 AM

KVON/KVYN

### ***Radio Public Service Announcements***

KBWB

KCBS 740 AM

KDFC

KZSF

KOIT

The media campaign also included a press event at the Rockridge Safeway Store at 5130 51st Street in Oakland on Thursday, February 4, 1999. The two-hour event featured fourth-grade students from the Park Day Elementary School wearing costumes and demonstrating how to make a no-waste lunch in an effort to educate their peers and adults about the concepts behind "Save Money and the Environment Too."

Dan Eaton, Chair of the CIWMB, presented the class with the first State award for the campaign. The City of Oakland presented the two fourth-grade classes with an award for implementing a waste-free Friday program in the school. The event was well attended by local government officials and Oakland shoppers. Two television stations (KTOP and KPST channel 66), KCBS radio, and the Oakland Tribune attended the event.

**In-Store Materials.** In-store materials focused on shopping bags with the campaign messages. Four supermarket chains provided approximately four million shopping bags. In addition, Safeway printed the campaign messages on 797,000 milk cartons. Nob Hill Markets distributed 2,400 bag stuffers with campaign messages in English and Spanish, and Cala Foods ran 500,000 ads for the campaign in their coupon books.

In the 1997 campaign, each county handled the staffing of their respective supermarkets differently.

- Two counties (Alameda and Solano) hired nonprofit organizations to perform supermarket setup and maintenance. The Solano County nonprofit organization was also responsible for recruitment of supermarkets.

- Two counties (San Francisco and Santa Clara) hired a volunteer coordinator to recruit volunteers to perform supermarket setup and maintenance. San Francisco also used city staff as volunteers.
- Four counties (Contra Costa, Napa, San Mateo, and Sonoma) used a combination of volunteers and city and county staff to perform supermarket setup and maintenance. (The cities of Davis and Winters in Yolo County also participated in the campaign. These cities also recruited volunteers and used city staff to perform supermarket setup and maintenance.)
- One county (Marin) provided no support to the campaign. The program coordinator took on the responsibility of supermarket setup and maintenance.

**Coupons and Certificates.** For the first two years of the campaign, coupons and certificates were offered for a variety of products and services to attract attention to the campaign. Coupons were offered for oil changes, batteries, and a cloth diaper hamper and diaper covers. In 1996, one \$500 certificate for groceries was offered in each of the nine original counties, sponsored by the Steel Recycling Institute. In addition, fifty \$100 certificates were given away in a random drawing from all entry forms received during the campaign, sponsored in part by Safeway. In addition, \$101 grocery certificates were given away in 1996 as part of live radio reports from a Safeway store in San Jose by K101.

This aspect of the campaign was dropped in subsequent years because only 0.6 percent of shoppers entered these contests or redeemed their coupons. The most interest was found in the coupons for Eveready Rechargeable Batteries. Customers redeemed an estimated 1,500 battery coupons.

**Hotline.** From 1996 to 1998, Pacific Bell Directory provided the use of their regional telephone book recycling hotline (1-800-953-4400). A message was recorded and placed on all area code and prefix combinations in the San Francisco Bay Area (see sample hotline message below). The hotline script was generally active for two months, beginning in January. Having a 1-800 hotline allowed the campaign to include the hotline number on outreach materials, including

the paid television and radio commercials, television and radio public service announcements, newspaper advertisements and articles, and the printed shopping bags.

Starting 1998, the same hotline script was placed on the U.S. Environmental Protection Agency's 1-800 CLEANUP hotline. The advantage of using the U.S. EPA's hotline was its associated Web site; also, the phone message and the Web page are active year round. The Web site includes a page with the campaign messages and hints for saving money while protecting the environment. From 1999 on, the 1-800 CLEANUP hotline was used exclusively.

**1999 Campaign Funding.** The 1999 campaign budget included \$203,850 in direct financial contributions. An additional \$175,000 of in-kind services was received from cities and counties, 1-800-CLEANUP, and four supermarket chains: Safeway, Inc., Andronico's Market, Cala Foods/Bell Market, and Nob Hill.

In-kind services included printing on paper shopping bags and milk cartons, supermarket printed advertising materials, donation of a 1-800 hotline; and county-specific radio, television, and newspaper advertising. Other in-kind services included donation of storage space, office space, mail service, and telephone/fax usage. In-kind services do not include time on the part of individual jurisdictions.

**Impacts.** The campaign had a significant impact, not only in educating shoppers, but also in influencing buying habits. Sales analysis of product sales at Safeway Stores showed sales of well packaged products (minimal packaging, recycled content) increased by 19.4 percent during the 1996 campaign, while sales of over-packaged products declined by 36 percent. The increase in sales of well-packaged products was considered statistically significant, whereas the decline in sales of over-packaged products was not considered statistically significant since virtually all of the sales decline was in one product category.

In 1999, the paid electronic media campaign (727 radio ads and 953 television ads) resulted in 28,826,829 impressions (which means that, on average, 78 percent of the 5,042,300 adults in the Bay Area saw or heard 5.4 commercials during the

campaign). Sixty-one percent of the target audience saw or heard the spots an average of more than 3.3 times. Bonus radio and television spots resulted in several million additional impressions.

Coverage of the campaign included news reports on 2 radio stations, articles in 13 newspapers and other publications, and public service announcements on 25 television stations. Cities and counties also purchased ads in 37 newspapers.

As in previous campaigns, the supermarket chains provided the opportunity to put the messages on paper shopping bags. In addition, in 1999, Safeway printed the message on milk cartons, Nob Hill distributed bag stuffers, Cala Foods included an ad in their coupon book, and all the grocery stores did outreach to their employees.

**Table 1: Campaign Impacts**

| Year    | Media Impressions      | Shoppers/ Readers     |
|---------|------------------------|-----------------------|
| 1996    | 1.5 million remembered | 1 million+ shoppers   |
| 1997    | 4 million              | 2.5–3 million readers |
| 1998    | 28,450,000             | 3,375,000             |
| 1999    | 28,826,829             | 3,375,000             |
| Total   | 57,276,829             | 10,750,000            |
| Average | 14,319,207             | 2,687,500             |

**Staffing/Coordination.** A working group of five to seven members coordinates the campaign. The working group, consisting of solid waste and recycling professionals from local government, meets monthly to review and discuss the progress of the campaign. In 1998 and 1999, a program coordinator was hired to handle the day-to-day campaign responsibilities. The part-time coordinator began work on the 1999 campaign in the spring of 1998 and was contracted through February of 1999.

Working group members included: David Assmann (City and County of San Francisco), Bruce Goddard (Alameda County Waste Management Authority), Barbara Lamparter (County of Santa Clara), Ferial Mosely (City of



Oakland), Cheri Puls (County of San Mateo), and program coordinators Lisa Jolliffe and Jill Boone.

Other Bay Area counties did not send representatives to the working group meetings in 1999, but they actively supported the campaign.

DQ Advertising Group was contracted to coordinate the television and radio buy. Barnes Clarke Inc. (advertising agency of record for the City and County of San Francisco) was used to promote the campaign to the local media. The television ads were produced by Ideas in Motion and the radio ads by Orloff Williams.

The campaign organizers did not set up formal agreements with all the cities and counties, but they used agreements where required. They used San Francisco's PR agency to make the media buy and generally just used letters as agreements. Some cities and counties required documentation from the PR agency for payments to be made.

The campaign developed a formula for donations and asked cities and counties to contribute what they could, using the formula as a rough guideline. In 1998, they started using the level of financial contributions made as a criterion for determining whether or not to include city and county logos on BART banners and other PR.

The administration has always been handled by a working group, which hires a coordinator as a half-time position year-round. The working group is open to all cities and counties and every city and county can send representatives to the meeting, although they generally have a fairly small group at the monthly meetings (6–12 people on average). The working group tries to ensure that there is representation from as many of the nine counties as possible. During the initial few years, there were also larger meetings with more than 30 people from cities and counties. As the campaign became more established this became less of a requirement.

The financial responsibilities are split among the cities and counties. In 2000, the media buy was handled by San Francisco; the TV and radio production, by Alameda County. Santa Clara County handled payments to the coordinator.

Campaign organizers have tried to keep the structure as informal and flexible as possible in order to minimize the time spent on administration.

The coordinator has taken over a lot of the work that was initially done by cities and counties (that is, fundraising from jurisdictions, liaison with the supermarkets and coordinating with the media).

**Campaign Recognition.** This is clearly a nationally recognized award-winning program. Awards received to date include:

- National Recycling Coalition's 1996 Beth Brown Boettner Award for Outstanding Public Education.
- 1996 National Association of Counties Achievement Award.
- California Resource Recovery Association's 1996 Waste Prevention Award.
- Waste Education Partnership Award of Excellence from Local Government Commission and California Integrated Waste Management Board.
- National Awards Council for Environmental Sustainability Certificate of Environmental Achievement.
- Semi-finalist in the Innovations in Government Award—Harvard School of Business and the Ford foundation.
- Trash Cutters Award given by the California Integrated Waste Management Board in partnership with the Local Government Technical Advisory Committee.

### ***Costs, Economics, and Benefits***

The startup costs of this campaign in 1995–96 were funded in large part by the Waste Prevention Education Partnership grant from the CIWMB. However, since then local governments throughout the San Francisco Bay Area have pooled their resources to increase the funding for this campaign.

The direct financial contributions of local governments totaled \$112,000 in 1996 (excluding in-kind and staff costs). By the fourth year of this program, local governments had contributed approximately \$160,000.

Direct local contributions (including industry) increased more than 70 percent in the first four years of this campaign, from \$113,000 in 1996 to \$203,850 in 1999.

On page 11 is a summary of all the contributors to the campaign reported over the past five years. On the next page is the summary of the media buy for the campaign this year, an example of the scope and budgetary magnitude of this effort.

With the startup information made readily available to other communities outside the San Francisco Bay Area, similar programs could probably be started up for much less. The costs of the media buys in other regions would vary by the unit costs for advertising. The San Francisco Bay Area media market is particularly hot now, with all the Internet companies buying all available advertising space. The amount of advertising for this amount of money should be viewed as more than the average media market would require elsewhere.

**Table 2: Campaign Investment To Date**

| Year     | Direct     | Indirect   | Total       |
|----------|------------|------------|-------------|
| 1996     | \$ 350,000 | N/A        | \$ 350,000  |
| 1997     | \$ 133,000 | \$ 193,689 | \$ 326,689  |
| 1998     | \$ 187,000 | \$ 187,600 | \$ 374,600  |
| 1999     | \$ 203,850 | \$ 175,000 | \$ 378,850  |
| Total    | \$ 873,850 | \$ 556,289 | \$1,430,139 |
| Average* | \$ 174,617 | \$ 185,430 | \$ 360,046  |

\*Of 1997–99, after initial startup grant and costs

## Local Government Challenges and Opportunities

### *Save Money and the Environment Too 2000*

In March 1999, the working group met and agreed to continue to support an annual campaign. Following the advice of media consultants to keep a consistent message, the same campaign messages and campaign format are being used again this year. This year's TV spots will be reused. A new radio spot will be produced. The television ads have been translated into Spanish, which will increase the scope of the target audience.

### ***Central Coast Media Coalition Forms to Sponsor Media Blitz***

Based in part on the success of the San Francisco Bay Area campaign, another campaign is being organized. The Central Coast recycling community has banded together to sponsor a regional media blitz comparable to the Bay Area campaign.

The Central Coast recycling media coalition was formed last year to make more efficient use of their advertising budgets. Coalition members plan to produce and air radio and TV spots in the larger Monterey Bay media market which reaches all three Central Coast counties (Monterey, San Benito, and Santa Cruz). To date, participants in the group include Monterey and Santa Cruz counties, the Monterey Regional Waste Management District, the Salinas Valley Solid Waste Authority, San Benito County Integrated Waste Management, and the cities of Santa Cruz and Watsonville.

These jurisdictions have already tentatively pledged more than \$30,000 to start an ongoing publicity campaign. While this amount represents a significant investment, more funding will be needed to make the year-long campaign effective so it will reduce the rate of disposal. The coalition intends to seek additional support for the campaign from jurisdictions not yet participating as well as from garbage and recycling hauling companies that are obligated by their contracts to raise customer awareness.

Another potential source of funding is the block grant program available to cities and counties under Chapter 817, Statutes of 1999 (Sher, SB 332), the bottle bill expansion law. Since the recycling ad campaign meets the DOC grant funding requirement to promote beverage container recycling, coalition members are encouraging their jurisdictions to set aside some of their block grant funds for the regional media campaign.

The group has targeted four major issues for the campaign:

- Global message: save money, save resources, 2000 compliance year for State mandate, garbage does not get sorted (a common misconception).

- Commercial waste reduction.
- Residential recycling, especially mixed paper collection.
- Multifamily recycling.

Initially, the coalition will make use of existing TV ads on the topic of waste reduction and recycling to place on Central Coast stations, which cover all three counties. Later, the group may produce additional advertising, including radio spots and Spanish-language ads. The media campaign will use the 1-800-CLEANUP environmental hotline number to provide specific local information to the public.

With all this pooled enthusiasm and spending power behind them, the coalition hopes that this will help them in achieving the 50 percent goal in their jurisdictions by the end of the year.

### **Campaign Funding**

Financial support for the campaign was received from the following jurisdictions and companies sometime during the past five years:

#### ***Cities***

|                |               |
|----------------|---------------|
| Alameda        | Napa          |
| Albany         | Newark        |
| Belmont        | Oakland       |
| Berkeley       | Pacifica      |
| Burlingame     | Pittsburg     |
| Cupertino      | Pleasanton    |
| East Palo Alto | Redwood City  |
| Foster City    | San Carlos    |
| Fremont        | San Francisco |
| Gilroy         | San Jose      |
| Hayward        | San Leandro   |
| Hillsborough   | San Mateo     |
| Menlo Park     | San Ramon     |
| Millbrae       | Sunnyvale     |
| Milpitas       | Vacaville     |

#### ***Counties/Regional Agencies***

Alameda County Waste Management Authority  
 Castro Valley Sanitary District  
 Central Contra Costa Solid Waste Authority  
 Contra Costa County  
 San Francisco  
 San Mateo County  
 Santa Clara County  
 Solano County  
 Sonoma County

South Bayside Transfer Station Authority  
 West Contra Costa Integrated Waste Management

#### ***State Agencies and Associations***

California Department of Conservation  
 California Integrated Waste Management Board  
 California State Association of Counties  
 League of California Cities  
 Local Government Commission  
 Steel Recycling Institute

#### ***Industry***

Andronico's Market  
 Cala Foods/Bell Market/Foods Co.  
 Eveready Rechargeable Batteries  
 Nob Hill General Foods  
 Pacific Bell Directory  
 PW Supermarket  
 Raley's  
 Safeway Foods, Inc.  
 Supermarket Warehouse  
 Tiny Tots Diaper Service

#### ***Indirect Services Provided***

1-800-CLEANUP  
 Andronico's Market  
 Cala Foods/Bell Market/Foods Co.  
 Nob Hill General Foods, Inc.  
 Pacific Bell Directory  
 Raley's Market  
 Safety-Kleen, Inc.  
 Safeway, Inc.  
 San Francisco State University

### **Minnesota "Reduce Waste—If Not You, Who?" Campaign**

In another example of a similar campaign, the Minnesota Office of Environmental Assistance kicked off its "Reduce Waste—If Not You, Who?" campaign on Saturday, January 15, 2000. The campaign is in response to growing waste generation (up 21 percent per capita from 1992 to 1998) and the environmental and economic problems associated with those trends. On its current course, Minnesota will generate three times as much waste in the year 2020 as it does today. The state determined that they simply do not have the capacity for that much waste in their current system. This is the state's first broad-based consumer-focused waste reduction effort since an earlier campaign "Saving Money and Reducing Trash" (SMART) of the early 1990s.

**Table 3: Media Buy for Save Money and the Environment Too Campaign 2000**

| <b>Radio—60 second spots</b>      |                     |                     |                    |                    |                   |
|-----------------------------------|---------------------|---------------------|--------------------|--------------------|-------------------|
| <b>Station</b>                    | <b>Weeks On Air</b> | <b>Weekly Spots</b> | <b>Weekly Cost</b> | <b>Total Spots</b> | <b>Total Cost</b> |
| KBAY (Spanish)                    | 1/17, 24            | 32                  | \$2,500            | 64                 | \$5,000           |
| KBRG (San Jose)                   | 1/17, 24            | 31                  | \$2,490            | 62                 | \$4,980           |
| KRTY (San Jose)                   | 1/17, 24            | 50                  | \$2,500            | 100                | \$5,000           |
| KVON/KUIC (Napa)                  | 1/17, 24            | 26                  | \$1,500            | 52                 | \$3,000           |
| KCBS (San Francisco)              | 1/17, 24            | 19                  | \$8,000            | 38                 | \$14,875          |
| KCBS (CIWMB provided)             | 1/17, 24, 31        | 12 (average)        | NC                 | 24                 | NC                |
| KGO (SF)                          | 1/17, 24            | 10                  | \$5,500            | 20                 | \$11,000          |
| KSFO (SF)                         | 1/17, 24            | 10                  | \$2,250            | 20                 | \$4,500           |
| <b>Radio Total</b>                |                     |                     |                    | <b>400</b>         | <b>\$48,835</b>   |
| <b>Television—30 second spots</b> |                     |                     |                    |                    |                   |
| Cable TV: TCI                     |                     |                     |                    |                    |                   |
| Network                           |                     |                     |                    |                    |                   |
| Lifetime                          | 1/10, 17, 24        |                     |                    | 65                 | \$22,150          |
| Family                            | 1/10, 17, 24        |                     |                    | 83                 | \$14,325          |
| Bay TV                            | 1/10, 17, 24        |                     |                    | 55                 | \$10,175          |
| Cable Total                       | 11 Zones            |                     |                    | 2,233              | \$46,650          |
| General Market TV                 |                     |                     |                    |                    |                   |
| KTVU                              | 1/17, 24            | 30                  | \$12,000           | 60                 | \$21,275          |
| KPIX                              | 1/17, 24            | 24                  | \$6,750            | 48                 | \$13,500          |
| KRON                              | 1/17, 24            | 25                  | \$10,600           | 50                 | \$21,200          |
| KGO                               | 1/17, 24            | 10                  | \$2,450            | 20                 | \$4,900           |
| Sub Total                         |                     | 89                  | \$31,750           | 178                | \$60,875          |
| <b>Total TV</b>                   |                     |                     |                    | <b>2,411</b>       | <b>\$107,525</b>  |
| <b>Total Media Buy 2000</b>       |                     |                     |                    |                    | <b>\$156,360</b>  |

The state spent approximately \$500,000 to ensure quality production of the mass media efforts and prime-time placement with several media partners (TV/radio/outdoor/etc.). They are using a blend of mass media and local-level education efforts

(including some aspects of community-based social marketing, [www.cbsm.com/](http://www.cbsm.com/)) in a five-week push lasting through February. They did baseline evaluations about attitudes and behavior before the

campaign. They plan to have post-campaign data sometime in March.

Coordinators created an array of print pieces to aid local efforts, and a campaign version of the King County, Wash., waste-free Fridays program is kicking off in February. Their campaign target audience is Minnesota families with children at home (adults 25–54, kids 12–17) fitting the psychological profile of “early adopters,” those that are environmentally concerned and looking for the next step. Early research showed little-to-no consumer awareness of waste reduction by this target audience. Most consumers thought recycling was reducing waste.

The state is trying to draw attention to waste prevention as something distinct from recycling, working off of the successes with recycling in Minnesota to bring people up the waste management hierarchy to reduction.

The state is offering some of their materials (TV commercials and some of the print pieces) via the Web site: [www.moea.state.mn.us/campaign/index.html](http://www.moea.state.mn.us/campaign/index.html). The Web site will expand and change continually as materials are released throughout the year.

### ***Other Public Education Campaigns That Promote Waste Reduction***

Below is an overview of several public education campaigns in place that encourage citizens to send less waste to landfills, based on listings at the CIWMB Web site.

**America Recycles Day.** America Recycles Day takes place on November 15 each year. This year’s key message is: “For Our Children’s Future...Buy Recycled Today.” Most events will focus on this buy recycled theme. For California events and information call Jim Kuhl at (562) 570-2850, or visit [www.americarecyclesday.org/](http://www.americarecyclesday.org/).

**Second Chance Week.** Second Chance Week is a grassroots public awareness campaign held each October to promote reuse, repair, resale, and donation opportunities throughout California. During Second Chance Week, local governments, community groups, reuse businesses, and other organizations work together to hold activities geared towards giving reusable items that might otherwise be thrown away a “second chance.” To

receive information on this, contact [www.choose2reuse.org/](http://www.choose2reuse.org/).

**Use Less Stuff Day.** This event occurs one week before the biggest shopping day of the year—the day after Thanksgiving. The Use Less Stuff Day organizers have a guide and a contest for students. The guide is called The ULS Yuletide Guide: Tips and Gifts to Get More From Less. The goal is to encourage folks to buy recycled, reused, repaired, renovated, reconditioned, and reliable items. For more information contact Bob Lilienfeld at (313) 668-1690, or <http://use-less-stuff.com/>.

**Earth Day.** Earth Day Network is the international organization coordinating Earth Day events worldwide. Earth Day occurs on April 22 every year. For more information on Earth Day or on the 3,200 organizations in 167 countries that are part of Earth Day Network, please visit [www.earthday.net/](http://www.earthday.net/).

### ***Other Ideas for Education Campaigns***

- Target an activity (for example, Environmental shopper programs and shopping tours).
- Target certain materials like yard waste, paper products, and packaging.
- Air public service announcements.
- Encourage use of reusables.
- Highlight the simple things (for example, guides to repairing, reusing, renting goods).
- Involve others (for example, environmental roundtables).

### ***Tips for Replication***

- Planning a regional campaign takes a lot of time and effort—allow for a year to set up your first campaign, and start planning the next campaign as soon as the current campaign has been completed. The first Shop Smart campaign took 14 months to plan, and work starts on the next campaign the day after the current one is completed.
- Success depends on having a good core group to do the planning and a staff person to keep things on track once the campaign has been established (this person can easily be part-time).

- Don't reinvent the wheel—search out and use existing materials and research (SMATET will allow any local government to use graphics, television, and radio spots).
- Don't rely on grant funding for an ongoing campaign. Part of the stability of the SMATET campaign is that the base funding comes from cities and counties every year.
- Organize informally to minimize administrative costs. Key to this is allocating responsibilities clearly at the outset of the campaign, diligent monitoring of tasks and follow-up, and everyone contributing the best skills and resources they have available.
- In-store and display units are best used in individual community campaigns. Large regional campaigns would require too much volunteer labor to set these up. SMATET chose to focus their efforts on the use of paid and donated media coverage to get their messages across.

## References

### **CIWMB Publications**

Many CIWMB publications are available on the Board's Web site at: [www.ciwmb.ca.gov/Publications/](http://www.ciwmb.ca.gov/Publications/).

To order hard copy publications, call 1-800-CA-Waste (California only) or (916) 341-6306, or write:

California Integrated Waste Management Board  
Public Affairs Office,  
Publications Clearinghouse (MS-6)  
1001 I Street  
P.O. Box 4025 (mailing address)  
Sacramento, CA 95812-4025

### **Contacts**

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**The energy challenge facing California is real. Every Californian needs to take immediate action to reduce energy consumption. For a list of simple ways you can reduce demand and cut your energy costs, Flex Your Power and visit [www.consumerenergycenter.org/flex/index.html](http://www.consumerenergycenter.org/flex/index.html).**